Performance Measures or Metrics

In evaluating *results*, it's helpful to group performance measures into three categories: *Numbers* or *Counts*, *Outcomes* and *Attitudes*.

Typically, organizations don't include *Attitudes* in their performance measures, but it's an important metric for gauging the success of your WFP efforts. A common method for capturing attitudes is to use surveys. Three examples include:

- Surveying your hiring supervisors each year about their experiences and attitudes about the past year's recruitment, hiring, retention, promotion, and other WFP efforts.
- Conduct an annual review of staff exit interviews to help you understand why employees leave your agency. For examples and guidelines on how to develop exit interviews, see the *Turnover Tool Kit.*
- Conduct focus groups or staff surveys to determine changes in job satisfaction, the effectiveness of training in helping employees feel better prepared to do the job, turnover intentions, morale, etc.

The table below illustrates some examples of the four types of performance measures for monitoring the outcomes of WFP steps and Gap-Closing Strategies.

CPS Human Resource Services

Measuring WFP Results – Sample Performance Measures

Performance Measure Type	Performance Measures for Results of WFP Step	Performance Measures for Results of Workforce Plan (Gap-Closing Strategies)
Numbers or Counts	▪ **Gap Analysis**: Number of positions in agency where a competency gap exists ▪ **Strategy**: Number of members on WFP Team ▪ **External Scan**: Number of sources for collecting external workforce data ▪ **SWOT Analysis**: list of agency's top 5 strengths, weaknesses, opportunities, threats relating to the workforce	▪ Number of staff who received training ▪ Number of new qualified applicants in the hiring pool ▪ Number of college recruitment sessions we conducted in the 1st six months of year
Outcomes	▪ **Internal Scan**: IT department's capacity to provide useful WFP data/ improved data collection – develop automated workforce demographic report ▪ **SWOT Analysis**: Able to improve agency's areas of weakness. How?	▪ Percentage reduction in unwanted turnover among frontline workers ▪ Frontline staff better prepared to serve their clients. How? ▪ Able to fill vacancies faster? By how much?
Attitudes	▪ **Strategy**: Union, university partners and others feel they have a stake in WFP strategy	▪ How do staff feel about the changes we've implemented with WFP? ▪ Do managers believe their staff are better prepared to do their jobs?

CPS *Human Resource Services*